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E3 ANALYTICS AND EVALUATION PROJECT

ANNUAL REPORT 2014

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ANNUAL REPORT 2014

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E3 Analytics and Evaluation Project

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Women in Aceh Jaya Province, Indonesia explaining a village map developed as part of a Vulnerability Assessment conducted for USAID/Indonesia under the E3 Analytics & Evaluation Project.
Riyanti Djalante, dTS

ACRONYMS AND OTHER ABBREVIATIONS

CRW-CAR	Climate Resilient Wheat in Central Asia Region
CSO	Civil Society Organization
CTA	Contractor Teaming Arrangement
dTS	Development and Training Services, Inc.
E3	Bureau for Economic Development, Education and Environment, USAID
FAB	Forestry and Biodiversity Office, USAID/E3
GIS	Geographic Information System
ICAA	Initiative for Conservation in the Andean Amazon
ICAA II	Initiative for Conservation in the Andean Amazon, Phase II
ICT	Information and Communication Technology
ICT4E	Information and Communication Technology for Education
LTRM	Land Tenure and Resource Management Office, USAID
MSI	Management Systems International, Inc.
MTP	Mobile Technology Pilot
NASA	National Aeronautics and Space Administration
NORC	NORC at the University of Chicago
NOURISH	Cambodia Integrated Nutrition and Sanitation
PERFORM	Protecting Ecosystems and Restoring Forests in Malawi
PPL/LER	Bureau of Policy, Planning and Learning/Office of Learning, Evaluation and Research, USAID
RDD	Regression Discontinuity Design
RFP	Request for Proposals
SOW	Statement of Work
WA-BiCC	West Africa Biodiversity and Climate Change
WASH	Water, Sanitation, and Health
WLSME	Women's Leadership in Small and Medium Enterprise
USAID	United States Agency for International Development
USG	United States Government
VA	Vulnerability Assessment

Lumber processing activity in Konakry, Guinea. Lumber like the type shown is used to offset the use of mangrove wood thereby freeing up its use for other purposes. The Project conducted field research along the coast of West Africa in May-June 2014 to inform potential future projects concerning mangrove ecology and sustainable livelihoods.
Hussain Samad, MSI

PREFACE

Over the last 12 months, USAID's Bureau for Economic Growth, Education, and Environment (E3) has helped partner governments strengthen flood warning systems in Bangladesh, mitigate Indonesian villagers' vulnerability to the impact of global climate change, and foster conservation and biodiversity in the Andean Amazon.

This Annual Report's intent is to provide E3 Bureau staff and other Agency managers with an overview of how E3 offices are drawing support from the E3 Analytics and Evaluation Project, including:

- Enhanced USAID project designs based on targeted literature reviews, assessments, meta-analyses, and support to scaling up activities in E3 technical sectors
- Performance evaluations that are developing lessons that can be applied to improve the effectiveness of E3 development initiatives
- The design and implementation of impact evaluations that will help Agency staff understand the effects of their innovative approaches for addressing challenges across the technical sectors of economic growth, education, and environment – from education, to climate change adaptation to urban sanitation

Across this range, the Project team is working hard to meet the E3 Bureau's challenge to raise the bar with respect to generating high-quality evidence by applying the strongest and most appropriate analytic and evaluation methods to every task in support of the Agency.

E3 IN THE NEWS

The impact of E3's efforts to address pressing development problems was clearly seen when E3's Global Climate Change Office shared news that USAID's contribution to improvements in flood forecasting under the SERVIR initiative, in partnership with NASA, had helped make it possible for the country's Flood Forecasting Warning Center to issue accurate early flood warnings eight days in advance – a three-day improvement over past capability. The importance of these gains was emphasized in a September 2, 2014 report that despite widespread damage to crops and housing, "indicators suggest Bangladesh's disaster response capacity has improved… While 17 people have died in this year's floods, a similar round of flooding … in 1988 killed 2,379."

To foster expanded utilization of the full range of SERVIR geospatial products, the Global Climate Change Office is working with the E3 Analytics and Evaluation Project on a performance evaluation of SERVIR. This evaluation is gathering evidence in South Asia, East Africa and Central America on the degree to which SERVIR's products are currently being used and where opportunities to enhance their application and value may lie.

[1] See: http://www.irinnews.org/report/100564/bangladesh-floods-test-disaster-response-improvements

A Project field data collection team pauses to inspect a local non-mangrove woodcutting operation.
Hussain Samad, MSI

EXECUTIVE SUMMARY

This Annual Report provides highlights from the first year of the E3 Analytics and Evaluation Project, a five-year contract with USAID's Bureau for Economic Growth, Education, and Environment (E3) to support rigorous evaluations and project design activities.

Over its first year, the Project began work on 23 separate activities spanning 10 E3 offices in addition to its overseas Missions and other Bureaus. By the end of the year, 14 of these activities were actively being designed or implemented.

The activities supported by the Project include some of the Bureau's most urgent and technically innovative interventions, many of which address pressing development challenges. By the end of the first year, the Project was actively engaged in evaluating or assisting design efforts to tackle issues such as global climate change, biodiversity, literacy, natural resource management, and bringing safe water and sanitation to millions.

Among the specific activities the Project embarked upon in its first year are:

- Preparations for rigorous impact evaluations in Malawi, Cambodia, Tanzania, India and Kyrgyzstan
- A performance evaluation of USAID's flagship environmental program in South America
- A performance evaluation of a joint USAID-NASA initiative using geospatial and earth observation products to help partner governments' decision-making in hydrology, biodiversity, sustainable development, climate change adaptation, agriculture, and disaster risk reduction
- Developing a methodology and supporting the measuring of progress towards two of the Agency's key education strategy goals: 100 million improved readers and 15 million children with access to education worldwide
- Examining what projects that were completed in recent decades can teach the agency about two critical aspects of development assistance: (a) the sustainability of results and (b) capacity building through E3 projects
- Assisting the Agency to refine its understanding and use of scaling up as a development prism in E3 technical sectors

Much of the Project's first year has focused on creating the systems to ensure operational success in providing high-quality and rigorous evaluation and analytic support over the length of the five years. The Project relies upon an explicit sequence of carefully documented consultations, agreement on key research questions, development of activity design options, scoping as needed to examine feasibility of options proposed, and then finally a detailed design proposal and agreement with USAID to implement the empirical study required by an activity. The aim of this highly collaborative process is to create more responsive and tailored designs that both adhere to USAID's highest technical standards and allow for USAID activity managers to thoroughly consider the pros and cons of various design options from all aspects (scope, methods, cost), and then make better-informed decisions.

A Project field team, conducting a review of USAID-funded climate adaptation vulnerability assessments in Indonesia, met with participants of a Farmer Initiatives for Ecological Livelihood and Democracy Foundation (FIELD) school in Padang Pariaman, West Sumatera.
Djoni Ferdiwijaya, MSI

INTRODUCTION

In September 2013, USAID launched the E3 Analytics and Evaluation Project to provide rigorous evaluation and project design support to the Economic Growth, Education, and Environment (E3) Bureau.[2] The E3 Bureau supports high-quality project design, implementation and rigorous evaluation for the Agency's work in E3 technical sectors. By establishing the E3 Analytics and Evaluation Project, the Bureau seeks to advance the research, learning and evaluation agenda by broadening the evidence base through evaluations and other analytic tasks that are carried out with the highest rigor in order to improve the effectiveness of Agency programming and support the scaling up of successful and cost-effective interventions.

> "The quality of our evaluations has improved significantly, which is an important sign that we are increasingly grounding our work in evidence and data."
>
> — *USAID Administrator Dr. Rajiv Shah, testifying before Congress on April 8, 2014 about evaluation efforts across the Agency*

BUILDING EVIDENCE TO TACKLE DEVELOPMENT CHALLENGES

In the first of its planned five years, the Project initiated nearly two dozen activities that reach across the globe spanning most of E3's technical offices and also collaborate with other USAID Bureaus and country or regional Missions. This range of activities includes rigorous impact and performance evaluations, some of which include innovative data collection strategies; assessments supporting project design; and dissemination events such as workshops and trainings. Already in its first year, E3 staff have drawn on the Project's support services to build evidence as to which investments work, why and what the ramifications are for future Agency programming. These efforts will help the E3 Bureau tackle some of the most pressing global development challenges surrounding global climate change, improving literacy rates of primary school students, transforming natural resource management, and bringing safe water and sanitation practices to millions. Some of the key Project activities supporting these critical development efforts include:

- The Global Climate Change Office has collaborated with the Project to design a multi-year performance evaluation of its SERVIR initiative. A joint program between USAID and NASA, SERVIR works with regional hubs across dozens of countries in developing over 30 geospatial and earth observation products to help decision-making in hydrology, biodiversity, sustainable development, climate change adaptation, agriculture, and disaster risk reduction.

- The Land Tenure and Resource Management Office is using the Project to design impact evaluations that will test crucial links between hypothesized development outcomes and intervention approaches for upcoming activities in Malawi and Tanzania.

- The Education Office is collaborating with the Project to develop the methodology for measuring progress towards two of the Agency's key Education Strategy goals: 100 million improved readers and 15 million children with access to education worldwide.

[2] Management Systems International (MSI) is the lead implementer of the E3 Analytics and Evaluation Project in partnership with Development & Training Services, Inc. (dTS) and NORC at the University of Chicago.

Project Activities Around the World

E3 OFFICE OF LAND TENURE AND RESOURCE MANAGEMENT

Activity 1: Mobile Phones/Land Tenure Evaluation

Activity 19: Malawi PERFORM Impact Evaluation

E3 OFFICE OF GLOBAL CLIMATE CHANGE

Activity 2: SERVIR Performance Evaluation

E3 OFFICE OF TRADE AND REGULATORY REFORM

Activity 3: Trade Hubs Project Design

USAID/PERU MISSION

Activity 4: Initiative for Conservation in the Andean Amazon Performance Evaluation

E3 OFFICE OF FORESTRY AND BIODIVERSITY

Activity 5: West Africa Biodiversity and Climate Change Project Design

USAID/INDONESIA MISSION

Activity 8: Indonesia Vulnerability Assessment

E3 OFFICE OF WATER

Activity 11: KIWASH

Activity 12: Cambodia WASH

E3 OFFICE OF EDUCATION

Activity 14: ICT4E Impact Evaluation Support

Activity 20: Education Data Project Design

Activity 25: Scaling up for Sustainability Training

E3 OFFICE OF ENERGY AND INFRASTRUCTURE

Activity 21: Decentralized Energy Project Design

E3 OFFICE OF MICROENTERPRISE AND PRIVATE ENTERPRISE

Activity 18: Women's Leadership in Small and Medium Sized Enterprises

E3 OFFICE OF PLANNING, LEARNING AND COORDINATION

Activities 9, 17, 22: Scaling Up with the Global Development Lab

Activity 13: E3 Capacity Development Assessment

BUREAU FOR FOOD SECURITY

Activity 23: Scaling Up BFS Mentors

BUREAU FOR POLICY, PLANNING AND LEARNING

Activity 15: Extreme Poverty Evaluation Series

Activity 16: Sustainable Outcomes Evaluation Series

COLLABORATION TO STRENGTHEN ACTIVITY DESIGN

One of the most notable features of the Project is the high degree of interaction between the Project team and USAID staff, from the earliest stages, on determining a final list of evaluation questions, developing a Concept Paper or Statement of Work, and following up by preparing a detailed evaluation design proposal for an evaluation or other analytic activity. For many Project activities, E3 technical offices fund the design of an activity and work closely with the Mission that seeks a particular evaluation or project design activity. This allows for extensive collaboration between Washington-based staff, Mission personnel and the E3 Analytics and Evaluation Project team so that evaluations and design activities not only address specific programmatic questions but also generate evidence for broader questions of interest to the Agency. By incorporating a highly interactive activity design process that is also structured to provide detailed options for USAID's consideration before the design proposal for that activity is finalized, the Project is helping Agency staff to make smarter, better informed and more cost-effective decisions regarding the evaluation and project design activities it seeks to implement.

For the SERVIR performance evaluation, a Project team conducts a stakeholder group interview in San Salvador, El Salvador to discuss harmful algal bloom monitoring and responses. SERVIR is a joint USAID/NASA venture designed to build the capacity of climate ministries and organizations in Central America, East Africa, and the Himalayas.
Isaac Morrison, MSI

Rockets at the NASA Marshall Space Flight Center in Huntsville, Alabama. SERVIR is headquartered in Huntsville and team members from the E3 Analytics and Evaluation Project conducted preliminary interviews with program staff in March-April 2014 for the purposes of informing the performance evaluation to be implemented in 2014-2016. *Sam Hargadine, MSI*

CORE ACCOMPLISHMENTS IN 2014

In its first 12 months, the E3 Analytics and Evaluation Project commenced work on 23 discrete activities. By the end of the year, 14 of these activities were actively being designed or implemented. USAID's Scope of Work (SOW) for the E3 Analytics and Evaluation Project anticipated that the Project would conduct 30 evaluations (mostly impact evaluations), as well as discrete assistance for another 20 evaluations, along with 30 project design activities over the five-year life of the Project. Table 1 numerically illustrates the Project's activities compared to these targets, through its first year.
The "inactive" category on this graphic refers to activities that have been discussed with various offices but for which work has not yet begun, or for which initial work was initiated and completed, with additional tasks pending further discussions. The term "goal" identifies additional evaluations and project design activities yet to be identified that will be needed to reach the Project's targets.

The rest of this section highlights specific Project accomplishments over its first year, divided into three categories: impact evaluation, performance evaluation and project design assistance.

TABLE 1: PROJECT ACTIVITIES INITIATED VERSUS CONTRACT GOALS

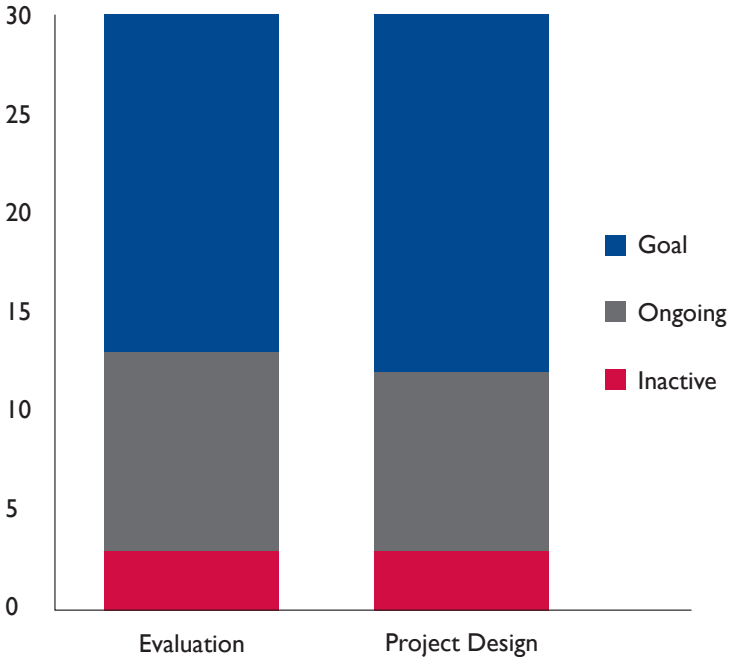
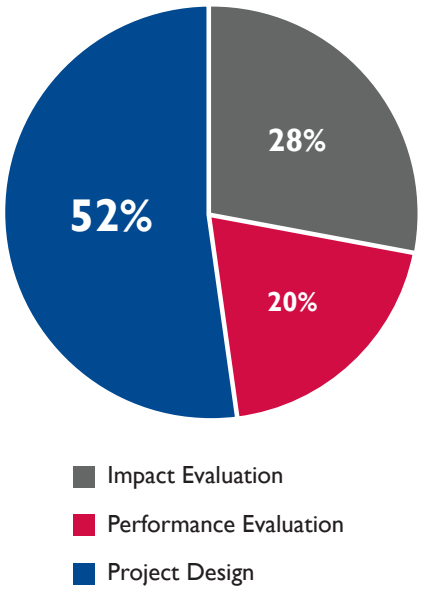


FIGURE 2: BREAKDOWN OF PROJECT ACTIVITIES BY TYPE



ASSESSING IMPACT EVALUTION OPTIONS FOR A MOBILE TECHNOLOGY PILOT

A key area of collaboration between the E3 Analytics and Evaluation Project and USAID during the Project's first year has been to examine potential challenges and pitfalls of designing an impact evaluation, in order to avoid attempting them in cases where they are likely to fail or might compromise the goals of the intervention. In each case, Project design teams work with USAID to carefully weigh the pros and cons of an impact evaluation in order to select the most appropriate approach given the circumstances of the intervention to be examined.

This process was successfully demonstrated in the Project's support for an evaluation design of a Mobile Technology Pilot (MTP) in Tanzania for the Land Tenure and Resource Management (LTRM) Office. The MTP is piloting a new approach to registering land using mobile phones that could potentially be applied elsewhere in Tanzania and in other countries. Providing an accurate measure of the benefits of the intervention could be particularly useful in determining whether scaling up the MTP is advisable.

The E3 Analytics and Evaluation Project prepared an evaluation Concept Paper for LTRM outlining potential design options for an impact evaluation of the MTP. While the Project identified a geographic regression discontinuity design (RDD) as the most promising potential approach, this methodology would only be only possible if the village that was selected for the first MTP pilot had a relatively arbitrarily-defined border with another village that is not participating in the pilot.

With this concern in mind, the Project then carried out a Scoping Trip jointly with the MTP implementing partner to provide input into the pilot site selection process and review potential sites in light of the feasibility of utilizing a geographic RDD design for the impact evaluation. Ultimately, USAID and the implementing partner selected a pilot site primarily for reasons of geographic accessibility and high capacity of local government counterparts, but the site selected would not allow for a geographic RDD.

Rather than move ahead with an impact evaluation for the first pilot site that would have serious methodological limitations, USAID and the E3 Analytics and Evaluation Project team agreed to re-envision the MTP evaluation by shifting to a performance evaluation for the first MTP pilot. For the second pilot site, USAID and the Project team will focus on locations appropriate for a geographic RDD so that a rigorous impact evaluation can be conducted and USAID can have a statistically sound evidence base for the causal effects of the MTP intervention on the desired impacts.

SUPPORT FOR IMPACT EVALUATION

Providing Strong Evidence for Determining Impact

For many donors, rigorous impact evaluations have become an increasing priority in recent years. As defined by USAID, impact evaluations utilize a counterfactual (i.e., control or comparison group) to produce quantitative estimates of program impact on beneficiaries. While performance evaluations can provide useful findings, USAID's Evaluation Policy[3] recognizes impact evaluations as providing the "strongest evidence of a relationship between the intervention under study and the outcome measured." Impact evaluations are particularly useful in the context of pilot programs, in order to inform decisions about scaling up an intervention.

Building on this framework, one of the E3 Analytics and Evaluation Project's guiding principles over its first year has been to help the E3 Bureau make smart choices when conceptualizing, designing and implementing impact evaluations. To operationalize this priority, the Project has extensively collaborated with USAID Activity Managers, technical staff, Mission representatives and implementing partners to develop impact evaluation questions, examine research design options, ensure sufficient methodological rigor and foster effective implementation of the evaluations. The E3 Bureau's desire that the Project serve as a model for the highest standards of methodological and scientific rigor is reflected in expectation that the Project will seek to have findings from impact evaluations published in peer-reviewed journals. This reflects the E3 Bureau's intention that the Project not only aspire to the highest standards of development work, but also to the most rigorous standards of academia.

Establishing a Deliberative Evaluation Design Process

In support of these E3 Bureau priorities for rigorous impact evaluation, the E3 Analytics and Evaluation Project over its first year has cultivated a highly deliberative and standardized yet flexible process with its USAID counterparts. Through this evaluation design process, the Project engages in extensive consultations with Agency staff and other relevant stakeholders in order to thoroughly understand what USAID seeks to learn from the impact evaluation, the research questions/hypotheses that USAID seeks to address, the feasibility of potential evaluation design options, and how to conduct the most rigorous evaluation possible within the resources available.

The main stages of this evaluation design process include:

- Preliminary consultations with USAID, which are thoroughly documented in Consultation Notes, to understand USAID's aims and expectations for the evaluation;
- Reaching agreement with USAID on the evaluation questions/hypotheses to be examined in the evaluation;
- A Concept Paper aligned with USAID regulations on evaluation Statements of Work[4] that presents detailed methodological options;

Field visit conducted at the joint RCMRD-SERVIR hub in Nairobi, Kenya

[3] See: http://www.usaid.gov/sites/default/files/documents/1868/USAIDEvaluationPolicy.pdf
[4] See Automated Directives System (ADS) Chapter 203.3.1.5, pdf.usaid.gov/pdf_docs/Pdacm975.pdf.

> " [the ICT4E IE Fund Concept Note looks] exactly like the background research and detail which I was seeking and with which I hope to move the discussion forward at USAID…Thank you so much for your team's constructive, quality research, and comprehensive approach towards developing this concept note and I look forward to our future discussions together concerning this. "
>
> — *USAID Activity Manager for ICT4E Impact Evaluation Support*

Group interview conducted under the USAID/Indonesia sponsored assessment of vulnerability assessments

- If necessary, a Scoping Exercise to confirm feasibility and test assumptions regarding the options presented in the Concept Paper; and
- An Evaluation Design Proposal that details the research methodology for undertaking the impact evaluation.

Each of these stages is supported by regular consultations with USAID and extensive research and preparatory analysis by the Project team, and are also governed by extensive quality control measures and a peer-review process for the final Evaluation Design Proposal. At each of these formative stages, the counterpart E3 Office is able to refine, redirect or even terminate the planned impact evaluation before implementation commences. Having this flexibility built into the Project is especially useful in situations when consultations, preparatory research and scoping suggest that an impact evaluation may not be advisable or feasible for a particular project at that point in time.

Examples of these considerations include:

- When the scale of a project may be too small to allow for a statistically valid determination of impact;
- If the timing of the evaluation relative to implementation does not allow for baseline data to be collected prior to the intervention; and
- If the approach to implementation would make inhibit the identification of a valid control/ comparison group, particularly when unexpected circumstances necessitate changes in the course of project implementation.

In some cases, the priorities of project implementation may conflict with USAID's priorities for the evaluation, and competing concerns must be effectively balanced. The E3 Analytics and Evaluation Project's iterative design process allows for impact evaluations to be developed, re-envisioned, dropped or even evolved into performance evaluations based on USAID's needs.

Impact Evaluation Design Assistance Delivered

Over its first year, the E3 Analytics and Evaluation Project provided planning and research design support for six impact evaluations. At least four of these impact evaluations are expected to move into the data collection phase in the first half of the coming year, including a mobile technology pilot supporting land tenure security

CAMBODIA: THE BENEFITS OF EARLY COLLABORATION THROUGH IMPACT EVALUATION WORKSHOPS

Designing a rigorous impact evaluation requires significant planning and early collaboration between USAID, the evaluation team, and implementing partners. Diverse priorities and methodological needs have to be taken into account and the sequencing of stages is critical as questions such as randomization, site selection and beneficiary criteria are explored in parallel with the imperatives of project start-up. During its first year, the E3 Analytics and Evaluation Project focused on better integrating the impact evaluation design stage with project planning and implementation.

For the Cambodia Integrated Nutrition and Sanitation (NOURISH) project, the E3 Analytics and Evaluation Project organized an Impact Evaluation Workshop in Phnom Penh to coincide with the NOURISH team's initial work planning. This early consultation brought together staff from NOURISH, USAID/Cambodia, the evaluation team and external stakeholders such as the World Bank's Water and Sanitation Program to jointly plan and coordinate the impact evaluation with NOURISH's start-up phase.

In the Workshop, the Project evaluation team led sessions about the benefits of conducting a rigorous impact evaluation and facilitated brainstorming on different research questions that define the scope of the impact evaluation, to integrate evaluation considerations into implementation plans and gain insights on implementation aspects that might affect the feasibility of a rigorous impact evaluation design.

This Impact Evaluation Workshop is being incorporated as a Project best practice for setting up impact evaluation designs going forward. In Cambodia, not only did it create a partnership between the evaluation and NOURISH teams, but it also created a participatory environment for decision-making, where all stakeholders were part of the process of defining aspects of the evaluation as a means to learn and improve future programming through an evidence-based approach.

Key considerations for future workshops include:

- Having a mix of participants from USAID, the evaluation team and the implementing partner as well as additional potential stakeholders such as the local government or additional stakeholders. This ensures project buy-in, that the evaluation questions meet project realities, and that the evaluation data needs are linked to the project's Monitoring and Evaluation Plan.

- Ensuring that the timing of the Impact Evaluation Workshop is as early in the process as possible, so that it occurs when broad parameters of the intervention have been defined but before the project work plan has been clearly defined so that impact evaluation design options are kept open.

- Maintaining constant communication following the Workshop so that the implementation plans are developed with the evaluation design in mind, including selection of project sites, assignment to treatment, and timing and sequencing of activities given the need to collect baseline data before implementation starts.

CUTTING-EDGE ECONOMIC AND SOCIAL SCIENCE APPROACHES FOR THE SERVIR PERFORMANCE EVALUATION

One of the most interesting and challenging evaluations undertaken by the E3 Analytics and Evaluation Project in its first year is supporting the Global Climate Change Office in designing a performance evaluation of the SERVIR Regional Visualization and Monitoring System. SERVIR is a joint venture between NASA and USAID that provides satellite-based Earth observation data and science applications related to hydrology, land use, biodiversity, climate change, and disaster response. The goal of SERVIR is to improve environmental management and resilience to climate change by building the capacity of governments and other key stakeholders to use geospatial information to improve their environmental decision-making.

SERVIR activities span 29 countries across three continents, presenting the Project evaluation team with a host of challenges in identifying appropriate evaluation methods, developing an effectively far-reaching evaluation design and conducting successful field research. Faced with these hurdles, the Project spent much of the past year engaged with key members of the SERVIR team in both USAID and NASA as well as SERVIR's partner hub institutions. To better understand how and why SERVIR's different science application products are being used in decision-making contexts, the evaluation team is utilizing a tracer method to follow dissemination pathways outward from the other institutions and into the government agencies and NGOs that are putting the tools to use. Social network mapping and analysis are also being conducted to better illustrate both successful and unsuccessful information movement.

USAID is also interested in learning about the value of the SERVIR tools and products. In considering research methods to address this question, the evaluation team engaged in discussions with economists in environmental management, disaster response, and other development areas. As a result the evaluation team is testing a suite of direct measurement, economy wide and "Willingness to Pay" approaches in early FY 15. The direct measurement approach hopes to use damage and loss assessment methodologies from the World Bank, while the Willingness to Pay is adapting cutting edge contingent valuation economic techniques to identify perceived product value among existing and potential users. The application of these innovative economic and social science approaches has captured the attention of USAID and NASA staff who have expressed interest in the broader applicability of these methods for other situations where technology and complex data are being shared with institutions across a range of sectors. By better understanding the obstacles to technology uptake and information dissemination, the performance evaluation will help the SERVIR team be strengthen current activities and expand the initiative into new regions.

in Tanzania, an integrated Water, Sanitation and Health (WASH) and nutrition project in Cambodia, a women's economic empowerment project in Kyrgyzstan and a land management project in Malawi. Additionally, the Global Climate Change Office expects to transition several ongoing impact evaluations from an expiring mechanism to the E3 Analytics and Evaluation Project.

Impact evaluations in particular require close collaboration with a number of key project stakeholders. Evaluation design issues such as random assignment to treatment groups have a direct bearing on the design and implementation of the intervention. As such, without extensive interaction between the implementing partners and the evaluation team at the earliest design stages, decisions such as where an activity will take place, and with whom may preclude the possibility of a rigorous impact evaluation. The boxes on pages 16 and 19 highlight the E3 Analytics and Evaluation Project's efforts on two particular impact evaluations (in Tanzania and Cambodia) during the evaluation design stage to overcome these challenges. The impact evaluation kickoff workshop conducted in the Cambodia example is relatively new to USAID, but is widely used by the World Bank to construct partnerships between implementing partner and evaluation team that are so critical to conducting successful impact evaluations that can provide rigorous evidence of a project's benefits and enlarge the evidence base for development outcomes.

The Project also provided a different type of impact evaluation support to E3's Education Office. The Office is considering options for how an impact evaluation fund might be established, in partnership with the Mobiles for Education (mEducation) Alliance, related to Information and Communication Technologies for Education (ICT4E). Such a fund may be used to support rigorous evaluations that explore the link between the use of ICT and improved learning outcomes. To support this early conceptual stage, the Project conducted interviews with existing funds of a similar nature, examined relevant literature and prepared a very well-received Concept Note that outlined options to USAID on how such a fund may be established and prepared an overview of existing impact evaluation standards that may be considered for incorporation into a fund as planning continues.

> " Overall, we liked very much the options provided [in the Project's Concept Paper]. I think there was a lot of diversity within the possibilities for each question and flexibility in approaches. "
>
> — *USAID Activity Manager for SERVIR Performance Evaluation*

INNOVATIVE PERFORMANCE EVALUATION APPROACHES

Rigorous Performance Evaluation Supporting USAID's Highest Standards

The E3 Analytics and Evaluation Project's mandate to support rigorous evaluation includes not only impact evaluations but also high-quality performance evaluations of USAID interventions. Underpinning the Project's approach to performance evaluation is a commitment to strong mixed-method approaches combining quantitative and qualitative methods so that evaluations findings and conclusions are based on a clear evidence chain drawing from a number of different analytical perspectives, rather than just expert opinion and observation. This stems from a renewed emphasis within the Agency after the launch of its 2011 Evaluation Policy to reinvigorate its approach to performance evaluations by gathering sound, rigorous evidence of what works and why.

Design Support for Performance Evaluation of Complex Projects

The E3 Analytics and Evaluation Project began work in its first year on four large performance evaluations. Two of these evaluations – for the joint USAID/NASA SERVIR initiative and USAID's Initiative for Conservation in the Andean Amazon (ICAA) – examine large multi-year initiatives that encompass multiple implementers and countries, and each include dozens of interventions that vary by type and objective.

Similar to the processes developed for impact evaluations, the Project works with USAID staff to jointly craft an informed approach before a performance evaluation design is finalized. The evaluation designs for these two multifaceted initiatives both initially had to address a paucity of available performance monitoring data. As a result, much of the formative analytic work that the Project's evaluation teams undertook focused on a thorough understanding of the respective interventions and their theories of change, and then devising methodologies to evaluate the results the initiatives have sought achieved. The Project carried out extensive preparatory research and analysis for these two evaluations, including desk research, preliminary interviews with project partners, scoping activities (both remotely and in the field) and literature scans. These techniques have been critical as the Project has developed empirical approaches for evaluating these two initiatives, which do not lend themselves to simple, single-methodology research designs.

> " I have been very pleased with the evaluation mechanism… [the Project] is doing a fantastic job of putting together a literature review, scoping trip and evaluation framework for our new West African regional program on mangroves. It will truly set a new standard for how we do project design in the Agency. "
>
> — *USAID Activity Manager for the WA-BICC Project Design Support*

The SERVIR and ICAA evaluations are now on the cusp of moving into the data collection phase, and are highlighted in greater detail in the boxes on pages 20 and 23.

A Renewed Look at Ex-Post Evaluations

For the Office of Learning, Evaluation and Research in USAID's Bureau of Policy, Planning and Learning (PPL/LER), the Project has begun designing two series of ex-post evaluations to examine what completed projects can teach the agency about two important aspects of development assistance: (a) the sustainability of results and (b) how it has affected those living in extreme poverty. These evaluation series may include approximate 8 to 10 separate case studies, culminating in a synthesis report. This ex-post evaluation approach resembles a number of topical clusters of evaluations that were initiated by PPL/LER's predecessor, the Office of Evaluation, in the early 1980s. For those earlier evaluations, USAID staff were actively involved as team leaders and team members.

Group interview conducted under the USAID/Indonesia sponsored assessment of vulnerability assessments

ICAA II: EXTENSIVE PLANNING FOR A PERFORMANCE EVALUATION OF A COMPLEX INITIATIVE

Conducting a performance evaluation of a complex conservation initiative delivered by seven consortia and over thirty implementing partners in Peru, Ecuador and Colombia is not without its challenges. However, by using novel and cost-effective approaches, the E3 Analytics and Evaluation Project is delivering an evaluation that will help USAID understand the impact of its programming and learn lessons to improve conservation efforts in the Amazon rainforest.

The key to a successful evaluation of Phase II of the Initiative for Conservation in the Andean Amazon (ICAA II) is in the planning. In 2013, USAID initiated a collaborative effort to align ICAA II's 12 implementing consortia and Technical Support Partners around a series of Results Chains outlining the logic of the interventions and how each partner individually, and the initiative as a whole, will contribute to mitigating threats to biodiversity and strengthen conservation of the Amazon biome. The Results Chains form the basis for the performance evaluation's examination of how the various ICAA II components work together to create change.

In order to better understand how and where ICAA II activities are being delivered and with what intended results, the Project carried out extensive desk research and consultations with USAID and its implementing partners. This allowed the evaluation team to identify common themes and approaches and, critically, informed the site selection process that will ensure that each of the countries, partners and Results Chains are adequately represented in the field research.

As a result, the evaluation design is based upon a strong understanding of key program and contextual factors and incorporates evaluation methods that will draw out in depth the experiences of key stakeholders and program beneficiaries. These methods include General Elimination design, which not only identifies anticipated outcomes aligned to the Results Chains but also investigates alternative non-programmatic explanations for these results to develop a more comprehensive understanding of ICAA II's impact. The investigatory research will also rely on the Most Significant Change technique, a storytelling research method that allows program participants and community beneficiaries to discuss in their own unprompted words how the interventions have impacted their lives and their communities.

ICAA II is a complex initiative. It requires an evaluation that accounts for and embraces that complexity. By designing an evaluation focused on program outcomes and contexts, and using research methods that are designed to gain a deep understanding of program dynamics, the evaluation will provide USAID with information needed to further tailor and strengthen its conservation efforts in the Amazon.

Over the last year, the Project has engaged in a highly deliberative process with PPL/LER to co-develop the approach for the ex-post evaluation series focusing on sustainable outcomes in the basic education sector. This has included bringing together recognized thought leaders in the fields of systems thinking, sustainability and evaluation of basic education programming to strategize on evaluation methods and other aspects of the evaluation design. This process is also incorporating a knowledge management approach in which the Project meticulously chronicles the development of the evaluation model, from inception to final reporting. PPL/LER expects that by capturing learning from this process, it will yield a useful and replicable approach to evaluating other sectors with a systems and sustainability lens. The extreme poverty evaluation series is expected follow a similar process as it moves forward in 2015.

> "The whole team was impressed with your work [on the lit review]…the presentation to the Cornerstone Partners went well and I think we raised awareness significantly of the problems around global urban sanitation."
>
> — *USAID Activity Manager for Scaling Up Support*

STRENGTHENING PROJECT DESIGN

A significant portion of the E3 Analytics and Evaluation Project's activities during its first 12 months has focused on providing project design assistance to E3 Offices as well as other Bureaus in the Agency. The Project's support for USAID project design efforts is intended to help ensure that the Agency's investments are based on best available evidence about what works. This will help ensure that its planned interventions have the highest probability of achieving sustainable development impacts with the potential for scaling up robust and cost-effective interventions.

Project design activities supported to date include both broader sectoral research as well as programmatic activity assessments and reviews. While in some cases these may be stand-alone analytic support pieces, the Project is also building on a unified approach that may involve both supporting USAID/Washington offices and country Missions in the design of interventions and then helping design evaluations to determine their impact.

Assessments to Enhance Future Programming

At the end of its first year, the Project neared completion of two project design activities for USAID/Indonesia and USAID/West Africa.

In West Africa, as detailed in the box on page 27, the Project was requested to assist with one component of the regional Mission's upcoming West Africa Biodiversity and Climate Change (WA-BiCC) program. The assessment conducted by the Project focused on intervention opportunities and potential approaches for conducting an impact evaluation of conservation efforts in mangrove conservation.

For USAID/Indonesia, the Project completed an assessment of community-based Vulnerability Assessment (VA) processes for climate adaption programming. The Project team produced a report identifying factors that led to systematic uptake of VA findings and local investment in climate change adaptation and disaster risk reduction and noted opportunities for incorporating broader and more flexible VAs in future USAID programming.

SUSTAINABLE OUTCOMES: EX-POST EVALUATION SERIES OF SUSTAINABLE OUTCOMES IN BASIC EDUCATION

Albert Einstein once said: "Any fool can know. The point is to understand." That sentiment captures the motivations behind a new evaluation series sponsored by USAID's Office of Learning, Evaluation and Research in the Bureau for Policy, Planning and Learning (PPL/LER). The planned series will evaluate, ex-post, the sustainability of outcomes in basic education programming. The focus on learning is captured in three of the evaluation series' rather unique features.

- First, the evaluation series is founded on the logic behind USAID's April 2014 Local Systems Framework for Supporting Sustained Development. The evaluation design and research methods will specifically incorporate systems thinking to look not just at inputs, outputs and outcomes but rather will seek to understand how USAID basic education programs have influenced local systems and how these systems have been sustained and adapted as a result. Through this approach, the E3 Analytics and Evaluation Project will shed light not just on where program objectives have been sustained, but also on how and why, to evidence and learning that can be used to make future programs more sustainable.

- Second, PPL/LER and the Project have incorporated a highly collaborative approach to the design and methods of this evaluation series, seeking to ensure that it is based upon a solid theoretical and practical foundation informed by the views of key experts who are being engaged in this process. To inform the selection of target countries and projects for case study under this evaluation series, the Project team is conducting a pattern analysis of nearly all USAID basic education projects that have been delivered from 1974 to 2010. The Project team is reviewing thousands of project documents to identify key features and trends regarding where, when and for what purposes USAID has historically invested in basic education.

- Finally, a knowledge management framework has been developed so that information and lessons learned from designing and conducting the evaluation series are captured. By documenting innovations and developments in real time throughout the evaluation and assembling various stakeholders in reflective learning sessions at key points in the evaluation, PPL/LER and the Project will be able to identify, learn from and disseminate lessons that may be applicable to the design of similar evaluations in the future.

The collaborative and learning-focused approach to this evaluation series will provide evidence for improving the sustainability of USAID programs and test a new approach to the delivery of evaluations at USAID.

Learning from Evidence: Portfolio and Thematic Reviews

The Project has also begun to undertake several portfolio and thematic reviews examining malleable factors, or design or implementation variables, associated with desired development outcomes.

By the end of its first year, the Project neared completion of the research design for an assessment of capacity development efforts approaches across the E3 Bureau in order to catalogue current practices, identify best practices and support the application of more evidence-based capacity building methodologies.

For the Office of Energy and Infrastructure, the Project has begun a review of decentralized energy activities undertaken by the Agency, to better understand what design, implementation and contextual factors influence sustainable outcomes for this type of programming. In designing these two large reviews of diverse projects, rigorous and highly tailored methodologies are being developed by the Project to synthesize results data and information from across different USAID investments in order to build a strong evidence base that will inform a broad range of future Agency programming.

The Project has also commenced work on a multi-year effort with the Education Office to develop a methodology and help USAID count and report on the contribution of its education programs towards Agency Education Strategy goals for 100 million improved readers (Goal 1) and increased equitable access to education by 15 million children in crisis and conflict environments (Goal 3). It is expected that this work will cover approximately 75 projects for Goal 1 and 25 projects for Goal 3.

Supporting the Scaling Up of Robust and Cost-Effective Innovations

As a subset of its project design support activities, the Project has responded to a high level of demand from across the Agency to assess the potential for scaling up particular interventions or technologies, and support the identification and tackling of potential barriers to such efforts. Scaling up is rapidly becoming a critical development prism through which the E3 Bureau and others in the Agency are leveraging promising

> " USAID appreciates all the cooperation with MSI and is grateful for the completion of the field scoping activity assessing the WA-BiCC potential field implementation sites and impact evaluation options/opportunities for the coastal …ecosystems in West Africa. This report is very well written; it's a comprehensive document that would serve as springboard to guide USAID/ WA investment in the coastal and mangrove ecosystems to address biodiversity conservation and climate change – One major component of the forthcoming West Africa Bio-diversity and Climate Change (WA-BiCC). "
>
> *— USAID Activity Manager for the WA-BICC Project Design Support*

WA-BICC: ANALYSIS AND SCOPING TO SUPPORT PROJECT DESIGN

One of the highlights of the E3 Analytics and Evaluation Project's first year has been its support to the Forestry and Biodiversity Office for the design of the West Africa Biodiversity and Climate Change (WA-BiCC) project. USAID is preparing for an ambitious pan-regional intervention to support the protection and rejuvenation of coastal ecosystems in West Africa, and requested that the E3 Project provide planning support in the project design stage.

That support began with a request for an up-to-date literature review covering almost a decade of research and intervention activity in the coastal regions of five key West African countries (Ghana, Guinea, Sierra Leone, Liberia, and Côte d'Ivoire). The literature review included an overview of current and recent biodiversity preservation and restoration activities in West Africa, a summary of global agreements and treaties on the subject, and an annotated bibliography capturing key information from dozens of recent publications.

The analysis in the literature review laid the groundwork for a field visit that a Project team carried out to more than two dozen intervention sites across the region. The field research examined monitoring and evaluation activities that were in place for the various interventions being reviewed, in order to get a sense of what of activities are seen as successful, identify the interventions that are well-suited for expansion or replication, and propose methods for incorporating impact evaluation into those various programs as they are expended or replicated in the future.

Concerns over reports of an Ebola outbreak delayed the field team's initial travels, but the initial appearance of the virus subsided and the Project team began their trip by attending a multi-country workshop on coastal ecosystem protection and restoration in Almina, Ghana. At this workshop, the team presented the findings from the literature review and provided the collected biologists, policymakers and academics with a basic introduction to impact evaluation. The team also used this workshop as an opportunity to network with coastal ecosystem intervention implementers and the areas under their purview, facilitating a series of appointments to visit a variety of sites over the next four weeks.

Field research was a whirlwind of travel by jeep and airplane to a host of coastal interventions that varied widely in size, scope and approach. The team was accompanied at varying points by members of USAID/West Africa and the Global Climate Change Office, with occasional support from local environmental organizations and national institutions. The final results of the field research were compiled in an assessment report that has been shared with a number of interested parties within USAID and is currently being prepared for wider distribution.

Group interview conducted under the USAID/Indonesia sponsored assessment of vulnerability assessments

interventions and technological innovations to bring change to millions.

The Project has already supported several scaling-up activities including:

- Providing assistance to E3 Offices that are working to identify key development problems that may be mitigated by scaling up successful innovations

- Conducting a rapid-response literature review for E3's Water Office related to its effort to identify key challenges in the urban sanitation realm that may be affected by the scaling up of particular innovations. In less than two weeks after USAID's initial request, a Project team was quickly mobilized to complete a review dozens of key documents and identify key learnings, barriers and opportunities in urban sanitation technologies. A synthesis report and PowerPoint presentation were submitted that were used by the Water Office as part of a presentation to USAID's Cornerstone Partners on June 17, 2014. USAID reported that it was impressed with the products delivered and that the presentation incorporating the materials delivered by the Project was quite successful.

- Advising the newly-instituted Global Development Lab in the development of business cases to be presented to the USAID Administrator for scaling up priority innovations

- Launching a multi-year mentoring program for selected country Missions on behalf of the Bureau for Food Security to improve the identification and scaling up of agricultural innovations and technologies that support the Feed the Future Initiative's goals of reducing poverty, malnutrition, and stunting.

- Facilitating a Scaling Up for Sustainability Course for USAID Education Sector staff and implementing partners

SCALING UP: GOOD IDEAS AREN'T ENOUGH

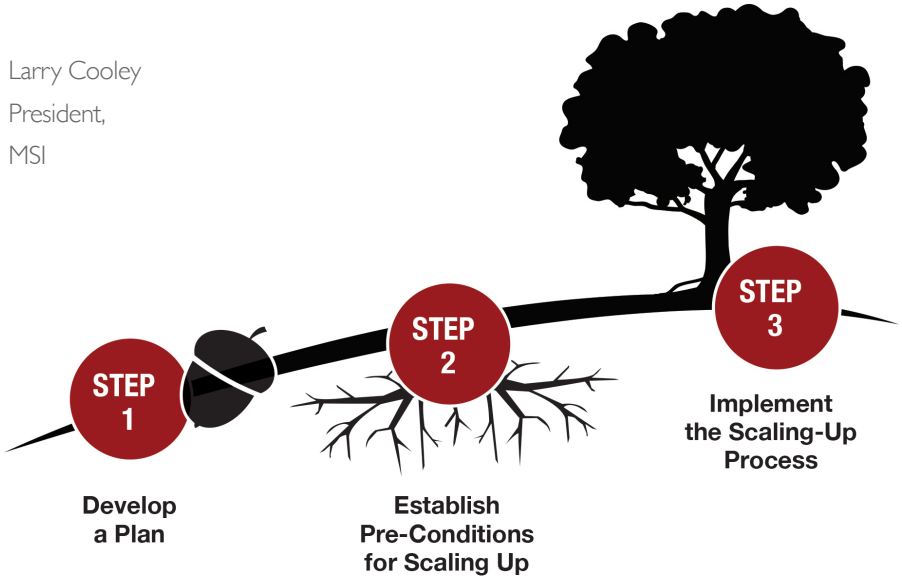
"Innovation" has recently become a special focus in the development community. This emphasis has brought with it dedicated funds, new instruments, new organizational structures, new partnerships and new priorities. But with this attention also comes new questions – why has the success rate in taking innovation to scale been so dismal, and what can be done to improve that track record?

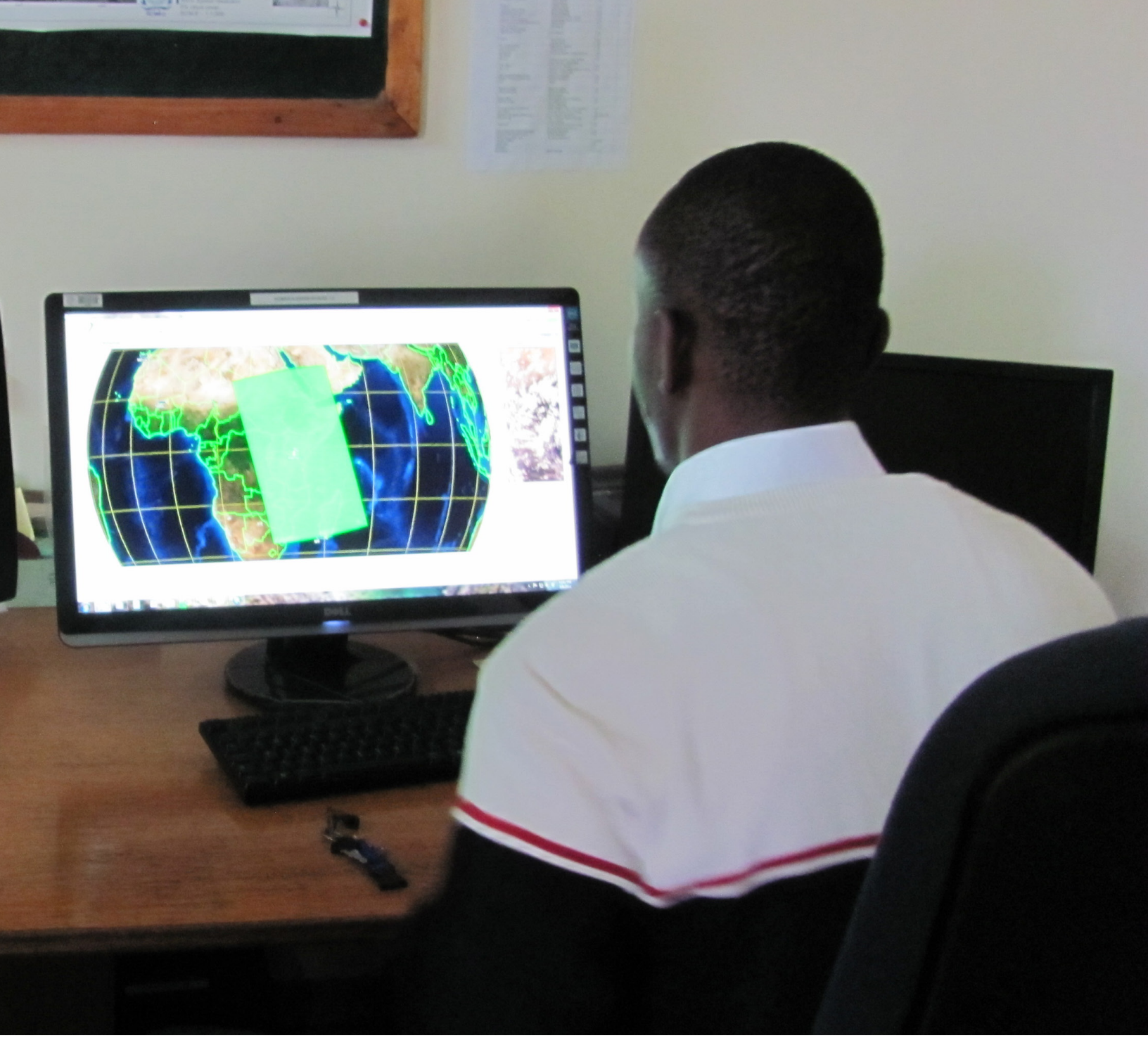
MSI's experience suggests that part of the answer lies in faulty assumptions, drawn from the literature on diffusion of innovation, about how scaling takes place. Focused almost exclusively on the demand side of the equation, that literature assumes that supply is highly elastic and that innovation spreads spontaneously through contagion. With public goods, this is rarely the case. Even when goods and services are delivered through market mechanisms, some kind of intervention is usually needed to extend those services to those at the bottom of the pyramid.

Part of the blame for innovation's spotty record is a failure to use evidence to guide decision-making about what can be – and deserves to be – delivered sustainably at scale.

In an effort to better understand and address these issues, MSI has been working since 2003 -- with initial funding from the MacArthur Foundation -- to develop and apply a management framework and set of tools for assessing scalability, designing pilot projects with scale in mind and managing the scaling up process. During the last year, under the E3 Analytics and Evaluation Project MSI has worked closely with USAID to adapt this experience in support of the Agency's growing emphasis on scale.

Larry Cooley
President,
MSI





An analyst layers geospatial data over digital maps of East Africa at the SERVIR hub co-located with the Regional Center for Mapping Resources for Development (RCMRD) in Nairobi, Kenya.
Isaac Morrison, MSI

ANTICIPATED ACTIVITIES IN 2015

If the first year of the E3 Analytics and Evaluation Project was characterized by the challenge of setting up governing processes, developing standards and building the team to deliver consistently high-quality evaluations and analytic support, then the second year will be in large part defined by the field work undertaken in support of those activities.

In the project's second year, field research is expected to be carried out for at least 10 activities, and at least 6 activities will be active but without field work expected. Undoubtedly, these will be joined by a number of new evaluations and project design activities.

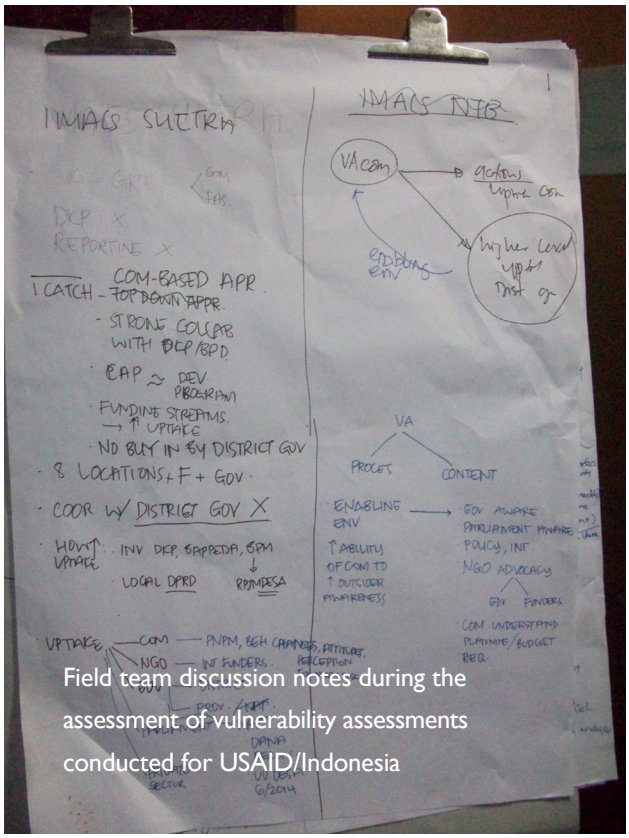
Key milestones expected in 2015 include:

- Finalized evaluation designs and commencement of baseline data collection are expected in 2015 for a number of impact evaluations, including: Malawi PERFORM; Cambodia NOURISH; and Tanzania Mobile Technology Pilot.

- Continuation of impact evaluations that are being transferred from existing mechanisms to the E3 Analytics and Evaluation Project, including: Kazakhstan CRW-CAR, among several other impact evaluations with the Global Climate Change Office that are expected to be shifted to the Project; and Women's Leadership in Small and Medium Enterprises (WLSME) projects in India and Kyrgyzstan.

- Multi-continent field data collection for the SERVIR performance evaluation and the final evaluation report for the ICAA II performance evaluation.

- Data collection will commence or continue for at least six project design activities in the next year. The E3 Capacity Development Assessment is expected to begin research activities and conclude in FY15. The portfolio review of decentralized energy programming for the Office of Energy and Infrastructure is also expected to be completed towards the end of the 2015 fiscal year. Ongoing work will continue for the Bureau for Food Security with the scaling up mentoring support as well as with the Education Office supporting the key counting efforts for Goals 1 and 3 of the Agency's Education Strategy.



Field team discussion notes during the assessment of vulnerability assessments conducted for USAID/Indonesia

A fisherman prepares his boat for the trip home after market day in La Libertad, El Salvador. The SERVIR evaluation team conducted interviews to ascertain the effects, or contributing factors, the MODIS algal bloom monitoring system has on local economies.
Isaac Morrison, MSI

LEARNING AND CHALLENGES FROM YEAR ONE

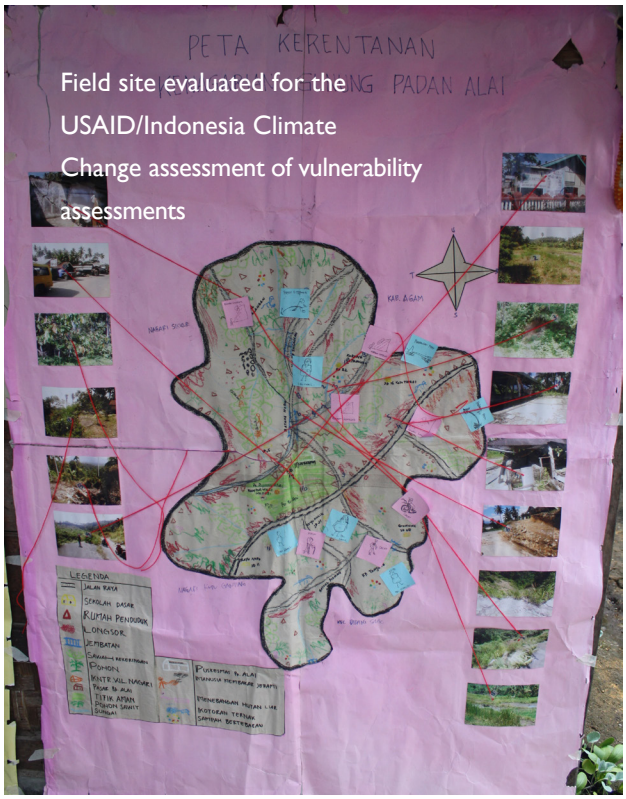
ACTIVITY MANAGEMENT AND QUALITY CONTROL

A key necessity for the E3 Analytics and Evaluation Project team in the first year has been creating the systems and quality control measures necessary to successfully manage the diverse and complex activities initiated. This includes establishing the processes by which activities are designed and implemented, and operationalizing the E3 Bureau's clear intention of having an evaluation support project that models the highest standards of evaluation and analytical research.

Invariably, the Project's first year has involved a learning curve, with numerous insights gained from starting the first set of activities within the framework set forth in the Project's contract. The Project SOW outlines a very consultative model of working with commissioning USAID offices, in particular early in the design of the activity, so that methodological options, feasibility and cost implications can be carefully considered.

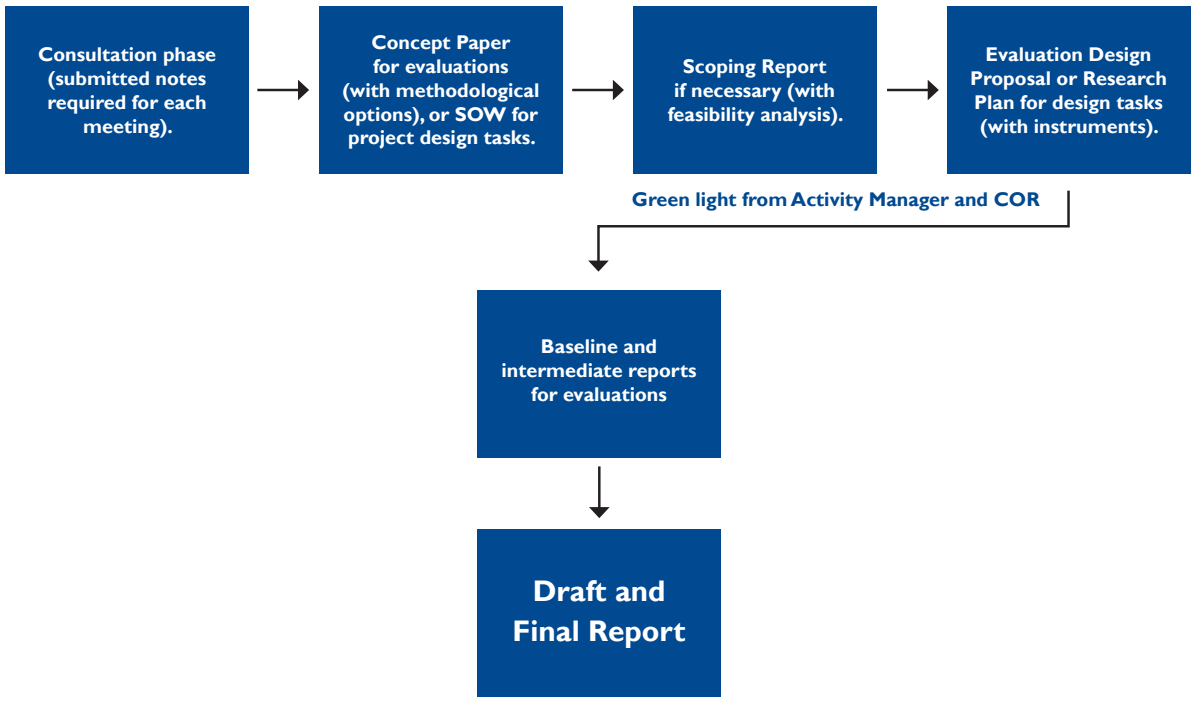
The aim of the unusual degree of consultation and formative design up front is to create more responsive and tailored designs to the highest technical standards for USAID. For instance, the by outlining potential methodological options, the Concept Paper allows USAID Activity Managers the ability to thoroughly consider the pros and cons of various design possibilities from all aspects (e.g. scope, methods and cost), and then make better-informed decisions. However, this systematic and transparent approach to joint activity design has required considerable work creating, often from scratch, the various governing documents and phases for this project.

The establishment of processes and transparent standards consumed much of the early months of the contract. While these are still a work in progress and will go through continued iteration and refinement over the life of the project, much of the heavy lifting has been accomplished as the Project's first year comes to a close. Figure 1 on the following page illustrates the key processes that the Project has been establishing.



Field site evaluated for the USAID/Indonesia Climate Change assessment of vulnerability assessments

FIGURE 1: OPERATIONALIZING PROJECT PROCESSES



Guiding the Project's approach to learning has been putting in place reflective practices that capture lessons from implementation, and then feed these back for the Project team to institute improvements across Project activities. Activity kick-off meetings are used at the inception point of a new activity to orient the various Project team to the project, understand the research questions being asked by UASID, and identify all key players, roles and responsibilities. Once implementation is about to commence, team planning meetings are held - either at the Project home office or in the field with international research teams. Weekly debriefings with teams conducting field research are held to ensure data collection protocols are properly followed, support the gathering and synthesis of findings and conclusions and identify and remedy and problems or challenges in field work. Upon an activity's conclusion, an after-action review is prepared and presented to the entire Project team to reflect on good practices, areas for improvement and lessons learned in the activity design and implementation.

This system has also allowed for analytical techniques to be refined for application in subsequent activities. One such process is the need for early interaction with implementers of impact evaluations, so that the design decisions affecting the evaluation are considered at or before the at implementer's work plan phase. This need has been demonstrated on repeated activities that the Project has initiated. In the case of Cambodia NOURISH, the lack of clear language in the NOURISH Request for Proposals (RFP) about having an independent evaluation to be conducted that may require some modifications in implementation plans - especially to

disentangle the individual effects of each component of the project and to create a counterfactual - has created delays in defining the evaluation design given the need to negotiate changes to a project that was already constrained by contract SOW language. Going forward, adding explicit and detailed language regarding an impact evaluation into the RFP of the intervention and holding early impact evaluation workshops that engage all project stakeholders are important to ensure seamless integration of the impact evaluation design with project implementation plans.

PROJECT TEAM COORDINATION

The E3 Analytics and Evaluation Project benefits from the expertise of three distinct implementing organizations. As the lead implementer, MSI coordinates Project activities at the contractual and administrative level; however technical participation is widely shared. An interesting aspect of the Project is that the two prime partners, MSI and dTS, participate in a Contractor Teaming Arrangement (CTA) that enables the two firms to complement each other's capabilities. Additionally, NORC at the University of Chicago subcontracts with MSI and brings with it a rich history of academic rigor and extensive capabilities in rigorous evaluation design and implementation.

Project team coordination is best witnessed at the highly collaborative weekly meetings, taking place most Thursday mornings. Team members across all the Project's activities and three firms meet to discuss progress from each other's activities and share lessons learned and challenges encountered. More than just a mechanism that sees three firms divvy-up tasks, the E3 Project encourages team integration and can report that most activities draw from all three firms' broad base of knowledge. Interestingly, three dTS full-time team members are co-located with MSI at its headquarters in Arlington, Virginia, as well as each firm holding key personnel positions.

RECRUITING CHALLENGES

While the diversity of activities undertaken by the Project in its first year has been exciting, finding the right candidates for such a vast array of programs has been a challenge. As the Project puts an emphasis on rigorous evaluation, all impact evaluation principal investigators – and most senior-level researchers generally – must hold an applicable doctorate in their field of expertise.

This has led to some wonderfully provocative team compositions that have enriched the design process as well as added to the Project team's ability to pre-plan and avoid hurdles in the field. While finding candidates with the required academic background and the desired availability posed significant challenges in the Project's first year, Project activities have significantly benefitted from these high standards once the right team was identified.

After a year's networking with some of the evaluation industry's most prestigious organizations, the Project team is finding it easier to call upon experts across common contract themes (e.g., climate change, sustainable livelihoods, biodiversity and access to energy and education in traditionally difficult environments). As the Project's network of available talent increases, it is the Project team's goal that the Bureau's programs will reap these increased rewards.

Facilitators from Farmer Initiatives for Ecological Livelihood and Democracy Foundation (FIELD) show their mangrove seedlings at a nursery in Padang Pariaman, West Sumatra, Indonesia.
Djoni Ferdiwijaya, MSI

E3 PARTNER OVERVIEW

The implementation team for the E3 Analytics and Evaluation Project consists of three core partners: Management Systems International, Development & Training Services and NORC at the University of Chicago. in all activities under the Project, and core MSI Home Office staff provide technical and contractual oversight of the Project.

Management Systems International (MSI) is the lead implementer of the E3 Analytics and Evaluation Project. Evaluation has been a core MSI service since the firm's founding. In addition to foundational work on the logframe, MSI introduced impact evaluation training for USAID staff and partners through its Democracy and Governance office in 2009. MSI's groundbreaking evaluation work in recent years has, for example, included frameworks for evaluating the impact of microenterprise programs, pioneering tools for assessing the status of youth employment, measurement tools that underlie USAID's Civil Society Organization Sustainability Index, and methodology for scaling improvements in the performance of utilities regulatory commissions for use in the National Association of Utilities Regulatory Commissioners' international programs. MSI's roots in program design rival its reputation for evaluation expertise. From supporting development of the logframe through decades of teaching advanced program design to hundreds of USAID staff, and providing generations of technical assistance, MSI has directly or indirectly supported hundreds of design activities over thirty years.

MSI serves as the Team Lead on the E3 Analytics and Evaluation Project, responsible for overall contract and project management and reporting to USAID. MSI staff members and consultants play significant technical roles

Development & Training Services, Inc. (dTS) is an international development company that leads initiatives in social and economic development with a view to promoting equality, accountability and sustainability. dTS has worked in 84 countries across 11 prime U.S. Government indefinite quantity indefinite quality contracts and implemented over 300 activities, making dTS an experienced U.S. Government implementing partner with a proven track record in development assistance and contract administration.

Additionally this year for the E3 bureau, dTS authored the Toolkit for Integrating Gender-Based Violence Prevention & Response into Economic Growth Projects for E3's Office of Gender Equality and Women's Empowerment with the goal of providing USAID staff with background information and practical guidance on how to address gender-based violence in Economic Growth and Trade projects across the program cycle. In addition to general information applicable to Economic Growth projects writ large, the Toolkit focused on the areas of Agriculture and Food Security, Value Chain Development, Enterprise Development, Access to Finance, Trade Policy, and Cross-Border Trade.

dTS is a partner with MSI on the E3 Analytics and Evaluation Project and has three full-time staff on the

Project, including the Data Management Specialist (key personnel). dTS has fielded team members on numerous Project activities including the project design support for the WA-BiCC project and the Indonesia VA assessment.

NORC at the UNIVERSITY of CHICAGO

NORC is one of the oldest, largest, and most highly respected social research organizations in the United States pursuing high quality social science research that serves the public interest. Since its founding in 1941, NORC has been an industry leader with a distinguished record in the design, development, and implementation of survey and other data collection methodologies, applying new and time-tested strate¬gies to address world-wide challenges and using advanced statistical and other analytical techniques to interpret social science data. NORC has been selected by U.S. and foreign governments, foundations, international organizations, and private sector entities to conduct impact evaluations of social and eco¬nomic programs and policies in 16 countries over the last 9 years, most recently in Georgia, Honduras, Indonesia, Kenya, Ivory Coast, Uganda, and Tanzania.

NORC is a subcontractor to MSI under the E3 Analytics and Evaluation Project. NORC team members have provided significant support to the Project in its first year. The Research Director, an NORC staff member, has provided technical guidance across a range of Project evaluation activities and contributed to the evaluation design options and analytical strategies for the ICAA II performance evaluation, the Indonesia VA assessment and the SERVIR Performance Evaluation. Also, a NORC Senior Researcher serves as the Principal Investigator for the Tanzania Mobile Technology Pilot impact evaluation, having led the inception mission to Tanzania and worked on the developing the methodology for the evaluation through the Concept Paper and Scoping report stages.

ACTIVITY OVERVIEW

ACHIEVEMENTS AND STATUS BY ACTIVITY

#	Activity	Type	Phase/Status
1	Mobile Pilot	Impact Evaluation	Post Scoping
2	SERVIR	Performance Evaluation	Evaluation Design Proposal Submitted
3	Africa Trade Hubs	Project Design	On Hold
4	ICAA II	Performance Evaluation	Concept Paper Submitted
5	WA-BiCC	Project Design	Final Report Pending Approval
6	Africa Trade Hubs	Impact Evaluation	Not Yet Active
7	WA-BiCC	Impact Evaluation	Not Yet Active
8	Indonesia VA Assessment	Project Design	Final Report Pending Approval
9	Scaling Up E3	Project Design	Pending New Activity SOW
10	El Salvador Partnership for Growth	Performance Evaluation	Not Active
11	Kenya WASH	Impact Evaluation	On Hold
12	Cambodia NOURISH	Impact Evaluation	Preparation of Concept Paper
13	Capacity Development	Project Design	Finalizing SOW
14	ICT4E	Impact Evaluation	Pending New Activity SOW
15	Extreme Poverty, Ex-Post Evaluations	Performance Evaluation	On Hold
16	Sustainable Outcomes, Ex-Post Evaluations	Performance Evaluation	Preparation of SOW Pattern Analysis Ongoing
17	Scaling Up GDL/EIA	Project Design	On Hold
18	WLSME	Impact Evaluation	Preparation of Concept Paper
19	Malawi PERFORM	Impact Evaluation	Preparation of Concept Paper
20	Ed Data	Project Design	Ongoing
21	Decentralized Energy	Project Design	Finalizing SOW
22	Scaling Up GDL/GS Business Plans	Project Design	Not Active
23	Scaling Up BFS Mentors	Project Design	Ongoing
24	Evaluation Handbook	Dissemination	Preparation of SOW
25	Scaling Up for Sustainability Training	Dissemination	Final Documents Submitted for Approval

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